



10 December 1957

MEMORANDUM FOR: Director of Central Intelligence
SUBJECT : Coordination of Intelligence Activities Overseas
REFERENCE : IG Memorandum to DD/C, dated 12 September 57, subject
as above

1. This memorandum contains a recommendation for your approval in paragraph five.
2. It is important that the DCI act at an early date to strengthen his efforts in the coordination of intelligence activities overseas. The recommendations of the President's Board of Consultants of 20 December 1956 placed greatest emphasis on the DCI's coordination responsibilities. One year has passed since these recommendations were made. The DCI has appointed a Deputy Director for Coordination who has assembled a small staff and has been very active in work on the revision of the NSCIDs and other coordination responsibilities in Washington. However the President's Board is equally concerned with the work overseas, and will undoubtedly be anxious to examine this aspect when they reconvene in early 1957.
3. In strengthening coordination overseas it is apparent that a new technique must be developed. To attempt to force CIA station chiefs into greater coordination activities is foredoomed to failure. There are strong sentiments in CIA concerning its prerogatives and authority. There are equally strong sentiments in the service intelligence agencies and the Department of State concerning their prerogatives. Also apparent is the fact that the Director of Central Intelligence has unchallenged authority for coordination, and thus coordination activities must be conducted in the name of the DCI rather than CIA. It is therefore suggested that the DCI appoint regional

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coordinators to Europe, the Middle East and Africa, the Far East and Latin America. These four regional coordinators should be selected one each from Army, Navy, Air Force and the Department of State. As a general rule the military representatives should have two-star rank and the State Department representative should be no less than a career minister. Further, to assure impartiality and to guarantee that no one service would have an exclusive right to any particular assignment, each of the regional posts would be rotated through the four services. Thus, if the initial assignments were Latin America - State, the Far East - Navy, the Middle East/Africa - Air Force, and Europe - Army, the next assignments would be Latin America - Army, the Far East - State, Middle East/Africa - Navy, and Europe - Air Force. Further, it is suggested that the tours of duty be for two years and that the appointees be chosen by the DCI with the concurrence of the Director of Intelligence of the parent service. It would appear that these assignments would be ideally suited for top-flight officers in their last post before retirement. Thus, Major General Robert Schow upon leaving his present assignment, might welcome--and would be ideally qualified--to serve as coordinator for Europe; while Rear Admiral Edwin Layton would be equally well qualified for a post upon leaving CINCPAC. By selecting men from the other four departments, the DCI will avoid any implication that the coordinators are prejudiced toward CIA. Finally, these regional coordinators would be known as DCI representatives and would report to the DCI through the DD/C.

4. The task as regional coordinator would involve considerable travel and it would be assumed that the coordinators would spend approximately half of their time visiting the various posts in their areas. It is suggested

that they would have no staffs other than secretarial. However, it is possible that these assignments eventually might encompass certain war planning aspects.

5. It is recommended that the DCI approve the creation of four regional coordinator posts as outlined above.

/s/ Lyman Kirkpatrick
Lyman B. Kirkpatrick
Inspector General

CONCUR:

Deputy Director of Central Intelligence

Deputy Director for Coordination

Director of Central Intelligence